Strictly Confidential

(143)
TS 1:1-7

Difficulties of the Domes

Although the principles and policy I have enunciated from the first have stood the test of time, although no executive act of mine has been intentionally wrong, although I have worked very hard, yet, for lack of adequate support in recent years, only a fraction of my work for the country and the administration has been effective.

A board of energy has to be spent where, with support and authority, an ounce would ordinarily suffice.

2. A State without a policy is a ship without a rudder, but no principles or policy or ideals that I suggested as often are accepted, or have been allowed to be standardized.

The strength of a chain depends on its weakest link, and on certain classes of cases it is just-

a chance what orders may be passed it has become extremely difficult to maintain a continuity of policy and in some cases any policy at all.

3. At present I have to work under uncongenial and unsympathetic surroundings, all due to lack of support. A thousand things can be done and a thousand improvements can be effected if I were able to take things to His Highness, reason with His Highness and get approval. That is if His Highness were communicative and said "yes" or "no" in a frank spirit.

4 The Dewan has to carry out the orders of three or four gentlemen. These gentlemen are not subject to public opinion & they have no connected policy of their own. It is the Dewan that is responsible to public opinion & it is he who has to maintain a policy & safeguard the credit and permanent interests of government.

5. The Dewan is often overruled in crucial cases that he has lost confidence in his own capacity to rectify errors in the administration or effect any large improvements. He has had to give up many attempts in despair.

6 The Members of Council (excellent men in their own way) are not controlled.

If they discharge certain routine functions they get on. They are accountable to no one. The Diocesan gets all sorts of checks and even demands for explanations but he has not sufficient authority to distribute & coordinate the work of the administration

7. At times, the Diocesan is prevented, by considerations of delicacy, from telling the initiative himself when a member omits to do what is expected of him. For lack of support, he has had to recommend only what members in charge approved. He has had to carry on administration by compromise.

8. The Diocesan will be blamed when anything goes wrong. The public also hold him responsible. He bears heavy responsibilities without adequate support from above, or authority among Colleagues or control over subordinate heads of Departments.

9. The Diocesan should feel that his judgment is trusted and that in times of difficulty he should be able to go up to his Bishops and get an order changed if necessary. His Bishops has been turning a deaf ear to such appeals for over a

year past. This has made the Duke full helpless & he has lost confidence in his ability to conduct a complex administration like the present one.

The large improvements undertaken in the earlier years of his Regime would have been impossible, had His Highness taken up this attitude from the commencement.

10. The Duke has to carry out measures with which he is not entirely & which he knows will do harm to the country: and it is extremely distasteful to him that, for the sake of holding office, he should appear to be a consenting party to such acts.

11. His Highness is a generous and high minded ruler and the Duke has been treated personally with extreme kindness - But in official matters this side of His Highness's nature has been for over a year, a sealed book to the Duke. The Chief man who is responsible to His Highness for the welfare of 6 millions of His Highness' subjects.

Unless His Highness makes a complete change in his outlook and attitude there is no hope for

the future. The Dean has, by consenting to serve against his own better judgment in the hope of a change on the part of his Bishop, already sacrificed much.

It is extremely unpleasant to him to have to work in an atmosphere of suspicion & mistrust.

Facilities required by the Dean

12 There should be no intermediary between His Bishop & the Dean.

The duty of Secretaries should be confined to ~~explaining~~ business.

13. Before the Dean is overruled he should be heard in his defence either by -

(1) Correspondence

or (2) in important cases, by His Bishop in person.

Some 20 months ago, I thought such an understanding was come to but it has practically remained a dead letter. Now-a-days I am overruled even when my recommendations get the full support of the Council.

14. The Dewan's word should be ordinarily accepted as long as His Highness knows that he has no axe of his own to grind. If the Dewan in special cases wants an order changed, this should be done but with warning to him that such proposals would not be accepted again. This will give him confidence that he can control policy & he will have a grip over the administration.

It is not by daily overruling that he should be controlled. He is responsible for carrying out the policy & intentions of government. The details should ordinarily be left to him. . ".

Otherwise His Highness should be in close touch with the Dewan and control him with sympathy, sharing in his daily anxieties and toils - His position I am quite prepared to submit to.

The Dewan may be warned when he goes wrong and, if he should not heed, after two or three warnings he may be retired. But it is not right to weaken his position and support subordinate Officers. The work of the administration suffers and the prospects of rapid progress are seriously injured.

15. In cases of delicacy or importance, the correspondence with the Palace should not be open to every one. Only the final decisions of His Highness should be communicated to members of Council & the Secretariat officers concerned.

16. All this does not mean that the Dewan objects to be overruled in ordinary cases when such overruling has no particular significance. There is no idea that, in giving the facilities referred to above, His Highness should sacrifice any portion of his authority or prerogatives. On the other hand, when His Highness feels that any part of the work of the administration is going wrong, the Dewan will feel it a source of strength to him to receive caution and advice from His Highness.

17. The Dewan on his side is anxious to avoid doing anything which may give him undue prominence. All he wants is that the administration should be conducted on sound principles, that an end

Should be put to all intrigues
and misrepresentations and that
the only work of Government
should be carried on in a manner
to win for it public confidence
and respect.

27.9.18. RC